"The willingness to focus at the decisive place and time necessitates strict economy.

To devote means to unnecessary efforts or excessive means
to necessary secondary efforts violates the principle of focus
and is counterproductive to the true objective.

Focus applies not only to the conduct of war
but also to the preparation for war."

- WARFIGHTING, MCDP 1

Up To Date

- Last year dynamic
  - Lots of issues and changes
- Major decisions made
  - MROC DM 45-2003 (09 May 03) ABRM
  - MROC DM 50-2003 (01 Jul 03) MCBE
  - MROC DM 06-2004 (15 Dec 03) CSWG
  - DM 27-2004 (12 Apr 04) SE Goals and MCBE
  - CMC POM06 Guidance (02 Apr 04)

MROC DM 45-2003
09 MAY 03

- Approved enterprise-wide implementation of ABRM, critical enablers, and supporting functions
- Critical enablers:
  - Standard performance measures for each MCPC
  - Enhanced Program Sponsor role
- Supporting functions:
  - Annual review of MCPCs and SABRS fiscal codes to ensure alignment
  - Refine ABC model standards
  - Expand ABC beyond supporting establishment
  - Modified PBBD screens
  - Support year by year performance measure analysis

MROC DM 50-2003
01 JUL 03

- Expanded operations of the CBE to be reflected in the strategic business plan
- MCBE remains in I&L

MROC DM 06-2004
15 DEC 03

- Approved COA 2
  - Realign 900 Marines
- Approved core/non-core process designations
- Approved continuing review of COA 3 (CMC emphasis)
  - Realign 4200 Marines
- A-76 implementation strategy

MROC DM 27-2004
12 APR 04

- Recommitted to Sea Enterprise goals
- Reiterated MCBE mission expansion
- Directed end-to-end business process improvements
- MROC to provide strong corporate level governance
- MCBE will coordinate initiatives and communications
- MCBE remains in I&L
  - As a division
  - Oversee MCBE activities
  - Measure and audit improvement initiatives
  - Represent the Marine Corps externally (SE BOD, BIC, SSG/PMA)
  - Draft a proposed CMC white letter
- DC, CD defines requirements and cost of 2015 warfighting force
- DC, P&R develop POM06 guidance

POM Serial 06-09
02 APR 04

- CMC guidance:
  - *Take bold, informed, shaping actions now*
  - *Clearly articulate how we intend to transform our processes, organizations, and equipment consistent with our 2015 concepts*
  - *Coordinate mil-to-civ conversion initiatives with the M&RA working group*
  - *Aggressively pursue MCBE initiatives*
    - *To improve end-to-end processes*
    - *To ensure efficient and effective resource allocation*
  - *Use measures of effectiveness, metrics, and benchmarking to justify resourcing*

Documents in Staffing

- MCBE MarAdmin
- CMC White Letter
- Business Enterprise Strategic Plan
  - Replaces USMC Business Plan

Strat Plan Direction

- Free resources to support combat capabilities
  - Mil-civ working group - led by M&RA
  - End-to-end process reviews - led by process owners
  - Target costing - led by MCBE and P&R
  - Best practice/benchmarking/idea sharing – all hands effort
- Continue building towards information system
  - Common data:
    - full cost,
    - standard process,
    - standard outputs performance measures
  - Efficient Data Collection
  - Legacy system standards
- Measure and assess results
- Develop service acquisition skills